# Appendix 1

Departmental Response to the Facilities Management Program Results Audit
FY 2003/2004

**Program Outcome Measure Findings and Recommendations**

| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Program Measure | 1 – Facilities and furnishings are hazard-free with accidents attributable to unsafe conditions not in excess of the prior three (3) year average. Reported Result: 1 | 1. This measure does not establish an acceptable standard of service but rather sets the service level at past experience. | 1. This measure was deleted in the new Performance Based Budget system. If this measure were to continue, it would need to change from setting goals using the average of previous service levels to setting goals using actual policy and /or industry standard service levels. | This measure has been deleted in the new Program Budget. | Verify that problem is solved in new structure |
| | | 2. The measure wording and the SOP need to be consistent. | 2. This measure was deleted in the new Performance Based Budget system. If this measure was to continue, the measure wording would need to be updated to read "Facilities and furnishings are hazard-free with the number of accident claims attributed to unsafe conditions not in excess of the prior three year average." | This measure has been deleted in the new Program Budget. | Verify that problem is solved in new structure |
| | | 3. The Program Outcome Measure counts accident claims not actual hazards to determine safety conditions of facilities and furnishings. | 3. This measure was deleted in the new Performance Based Budget system. If a measure similar to this is used in the future, the SOP needs to clarify what to do if there is no 3-year average. | This measure has been deleted in the new Program Budget. | Verify that problem is solved in new structure |
| Program Measure | 2 – City maintained facilities and furnishings successfully pass 87% of safety inspections conducted annually to determine compliance with established, industry recognized safety criteria. Inspections need to be done more than once per year. | 1a and b. The current index does not accurately produce a mathematically correct result. The process of converting the rating scale into a percentage adds another step that does not provide any additional information. | 1. Report actual average rating scores | Agree with exception - scale is complex and Facilities agrees it needs modification. Exception - Although not mathematically accurate on a 100 scale, the scale utilized was relevant and was able to produce a measured result which had been a long standing practice at the City. | Implement recommendation |
| | | 2. Without lengthy and specific criteria for applying the rating scale to the building components being examined, ratings are subjective and can vary dramatically from person to person. | 2. Create written procedures for applying observations to the rating scale or work with audit staff to develop a new evaluation tool that is less subjective. | Agree with exception - Facilities staff agrees that a written scale for applying measures is appropriate. Exception - This rating is an internal building assessment to be done by professionals (facilities staff) as outlined in the SOP. It is one component to our overall measurements. Other measures (components) within the program look at customer ratings and production measurements. This rating is specific to conditional assessment of buildings and components. An average user is not trained to rate safety as it pertains to structural integrity or HVAC components etc. Staff feels this is an important component to our overall measurements for the program. | Work with audit staff to develop a tool for professional internal building assessment to be completed by staff once a year. |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Program Measure | 2 - Continued from above | 3. The results for this measure are determined by self-evaluation, which poses a problem for producing valid objective results. | 3. Work with audit staff to develop an internal review mechanism using key customers identified throughout City facilities. | Disagree - This rating is an internal building assessment to be done by professionals (facilities staff) as outlined in the SOP. It is one component to the program's overall measurements. Other measures (components) within the program look at customer ratings and production related measurements. This rating is specific to conditional assessment of buildings and components. An average user is not trained to rate safety as it pertains to structural integrity of buildings or HVAC components etc. Staff feels this is an important component to our overall measurements for the program. | Implement a customer review process to complement professional internal assessment |
| Program Measure | 3 – City maintained facilities and furnishings successfully pass 80% of functionality inspections conducted annually to determine compliance with established functionality criteria. | 1. The result was incorrectly reported from the index | 1. Formalize a review process to double check that numbers are accurately transmitted onto reporting documents. | Agree with exception - Reported result was slightly off and Facilities is looking at some additional review. Exception - Staff has been reduced and resources are not available to double check all records every period. Reported result was slightly off but made no difference to the overall result reported on the MBO. | Verify computations for all major results reported at year end. |
| | | 2. This measure is a continuation of Program Outcome Measure #2 for functionality. The same comments and recommendations apply to this measure. | 2. See recommendations for Program Outcome Measure #2. | See comments for Program measure # 2 | See dispositions for Program Measure #2 |
| Program Measure | 4 – City maintained facilities and furnishings successfully pass 80% of cleanliness inspections conducted annually to determine compliance with established cleanliness criteria. Reported Result: 81.5% | 1. This measure is a continuation of Program Outcome Measure #2 for cleanliness and has the same 6 problems. | 1. See recommendations for Program Outcome Measure #2. | See comments for Program measure # 2 | See dispositions for Program Measure #2 |
| | | 2. Cleaning services are currently contracted to an outside vendor and Facility Management spot checks contractor performance at night. Facility Management does not have the staffing resources to perform the overall review as outlined in Program Measure 3 more than once a year. Since cleanliness is a transitory condition, more than one review is needed per year to ensure quality standards are met. | 2. Work with audit staff to develop an internal review mechanism using key customers identified throughout City facilities to ensure transitory conditions are reviewed more than once a year. | Agree - Facilities has determined night staff will do 12 cleanliness inspections a year to buildings. | Implement |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Program Measure | 5- City maintained facilities and furnishings successfully pass 65% of attractiveness inspections conducted annually to determine compliance with established attractiveness criteria. Reported Result: 66.5% | 1. This measure is a continuation of Program Outcome Measure #2 for attractiveness. The same comments and recommendations apply to this measure. | 1. See recommendations for Program Outcome Measure #2. | See comments for Program measure # 2 | Verify that problem is solved in new structure |
| | | 2. Functional items that may not have any "attractiveness" value are included in the average | 2. Ensure only items with the quality being measured are included in the average | Agree - There are a few areas on the existing survey sheet where this is true. Facilities will update inspection form accordingly. | Implement |
| | | 3. Attributes of Attractiveness are not defined | 3. Work with audit staff to develop a new evaluation tool that is less subjective and can be incorporated into daily activities of the Program. | This measure is not in the new program budget. | Verify that problem is solved in new structure |
| Program Measure | 6 - Facilities Management staff met or exceed responsiveness standards for the following types of service requests: a. 24 hour response 90% of the time for emergency service requests, with the service request completed in 48 hours 90% of the time. Reported Result: 95%      b. 72 hour response 80% of the time for non-emergency service requests, with the service request completed in 11 days 80% of the time. Reported Result: 96%      c. 11 day response 85% of the time for information inquiries. Reported Result: 100% | 1. The measure attempts to summarize multiple results with one number. Both stages of the overall response have separate and distinct goals, however, the reported result is the average of the two scores resulting in a meaningless number. | 1. Eliminate measures with multiple values | Agree - Multiple values are eliminated in the new program budget proposal. | Measures with multiple values have been eliminated from the FY2005/2006 budget structures |
| | | 2. Auditors noted that there was a gap in how responsiveness was calculated. | 2. Facilities Management and the IT Department should work with the auditors to ensure the new work-order system is tracking all needed information and is using the correct data for calculating results. | Disagree - with assessment. Facilities believes the reported results to be accurate. Agree - that Facilities staff will work w/ IT and audit staff to ensure the new work order system is tracking appropriate information. | Implement new work order system |
| | | 3. Initial auditor coding on the main file indicated that the queries may not be capturing all the data from the main file. To ascertain exact numbers from the electronic file would delay the release of this report. It was decided not to delay release of this report because the new work-order tracking system will address the accuracy issues from this finding. | 3. None. The new work-order tracking system will address these issues. | None | Implement new work order system |
| | | 4. The reporting structure does not measure the time to complete outliers (service requests that did not meet responsiveness standards). | 4. A better indicator for actual performance would be to report average response times for all service requests of the same nature (hazard, emergency, non-emergency, etc.) against a budgeted amount which should be the ultimate service target (i.e. 24 hours, 48 hours, etc.). | Unclear as to suggestion - Staff's practice is to measure like service response times to a designated targeted amount. | Implement |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Program Measure | 6 - Continued | 5a and b. The SOP documentation is incomplete. The five service goals for this measure are defined by percentages of service requests responded to, or completed within, specific timeframes. The SOP does not explain how to determine response times and the percentage of requests meeting specified timeframes. The SOP also describes a complicated system that averages percentages by categories and multiplies by designated weight to derive a "score" at the SDP level. This and other parts of the SOP documentation are currently not being used by the department to calculate the results for this measure. | 5. Ensure the SOP documentation accurately describes what will be counted, how it will be counted (when does the clock start and stop), and how data will be entered into the new system. | Agree, with exception - the SOP needs updating to include more detail. Exception - the current definition is generally accurate to the description of how ratings are completed. | Implement |
| | | 6. The calculation scale does not match the scale of the measure. | 5. None. The new work-order tracking system will address this issue. | Disagree - The calculation scale is either in increments such as 48 hours (2 days), 72 hours (3 days), or 11 days. All can be looked at as days for the common denominator. | Translate all results into same scale as measure |
| Program Measure | 7 - The overall customer satisfaction rating for facilities management services is 68% or higher. Reported Result: 84.5% | 1. SOP Documentation is missing calculation steps | 1. Keep the SOP updated as to which survey questions to use and how to calculate the reported result. | Agree, with exception - The steps should be added to the SOP. Exception - The methodology calculation is provided on the actual backup documentation which was accurate. It has been past experience that these questions change from time to time. It might be better to acknowledge in the SOP that info for calculating is supplied on the actual survey documentation. | Implement |
| Program Measure | 8 - The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. Reported Result: .92 | No finding to note. | N/A | None | N/A |
| Service Delivery Measure 76901 | 1 - 80% of Facilities Management's quality standards for cleanliness are achieved annually. Reported Result: 81.31% | 1. This measure is a continuation of Program Outcome measures #2 and #4 for cleanliness. The same comments and recommendations apply to this measure. | 1. See recommendations for Program Measures #2 and #4. | See comments for program measure # 2 and #4. | See dispositions for Program Measures #2 and #4 |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Service Delivery Measure 76901 | 2 - Customer satisfaction with cleanliness and attractiveness of facilities and furnishing is 75% of all respondents. Reported Result: 74% | 1. This SDP measure stems from Program Measure #7. Auditors were able to confirm reported results were accurate with source documentation. The same comments and findings for Program Measure #7 apply to this measure. | 1. See recommendations for Program Measure #7. | See comments for program measure #7. | See disposition for Program Measures #7 |
| Service Delivery Measure 76901 | 3 - 65% of facilities management's quality standards for attractiveness are achieved annually. Reported Result: 66.5% | 1. This measure is a continuation of Program Outcome Measures #2 and #5 for attractiveness. The same comments and recommendations apply to this measure | 1. See recommendations for Program Measures #2 and #5. | See comments for program measure #2 and #5. | Verify that problem is solved in new structure |
| Service Delivery Measure 76901 | 4 - The Budget/Cost ratio is at 1. Reported Result: 0.73 | No finding to note. | N/A | None | N/A |
| Service Delivery Measure 76902 | 1- Number of claims due to hazardous building conditions are limited to the prior three (3) year average. Reported Result: 0. | 1. This SDP Measure stems from Program Measure #1. All of the same findings apply for this measure except the SOP for this measure states that claims are the data source unlike the SOPs for Outcome Measure #1. | 1. See recommendations for Program Measure #1. | See Comments on Program measure #1. | Verify that problem is solved in new structure |
| Service Delivery Measure 76902 | 2 - 87% of Facilities Management's quality standards for facility preventative maintenance and repair for safety are achieved. Reported Result: 85.5%. | 1. This measure is a continuation of Program Outcome Measure #2 for safety. The same comments and recommendations apply to this measure. | 1. See recommendations for Program Outcome Measure #2. | See comments for Program measure # 2 . | See dispositions for Program Measure #2 |
| Service Delivery Measure 76902 | 3 - 80% of Facilities Management's quality standards for facilities preventative maintenance and repair functionality are achieved. Reported Result: 78.5%. | 1. This measure is a continuation of Program Outcome Measure 32 for safety. The same comments and recommendations apply to this measure | 1. See recommendation for Program Outcome Measure #2. | See comments for Program measure #2 and #3. | See dispositions for Program Measures #2 and #3 |
| Service Delivery Measure 76902 | 4 - 80% of Facilities Managements quality standards for facility preventative maintenance and repair for timeliness of response are achieved. Reported Result: 92% | 1. The measure lacks target information | 1. Same as Recommendation #4 in Program Outcome Measure #6 - Report average response times against a budgeted amount which should be the ultimate service target (i.e. 11 days). | Disagree - This measure has target measurement and is measured against a budgeted amount. | See disposition for Recommendation #4 in Program Outcome Measure #6 |
| | | 2. The SOP documents for this measure were copied from Outcome Measure #6, but not revised to be measure specific. | 2. Ensure copied SOP language from another measure is updated to be more specific. | Agree | Implement |
| Service Delivery Measure 76902 | 5 - 65% Facilities Management's quality standards for facility preventative maintenance and repair for attractiveness are achieved. Reported Result: 63% | 1. This measure is a continuation of Program Outcome Measure #2 and #5 for attractiveness. The same comments and recommendations apply to this measure | 1. See recommendations for Program Outcome Measure #2 and #5. | See comments for Program measure #2 and #5. | Verify that problem is solved in new structure |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Service Delivery Measure 76902 | 6 - Customer surveys indicate 68% are satisfied with Facilities Management's timeliness of response, the safety, functionality, and attractiveness of buildings. Reported Result: 85.8 | 1. This SDP measure stems from Program Measure #7. Auditors were able to confirm reported results were accurate using source documentation. The same comments and findings for Program Measure #7 apply to this measure. | 1. See Program Measure #7 recommendations | See comments for program measure #7. | See disposition for Program Measure #7 |
| Service Delivery Measure 76902 | 7 - Budget/Cost ratio is at 1. Reported Result: 1.02 | No findings to note | N/A | None | N/A |
| Service Delivery Measure 76903 | 1 - Number of claims related to the ergonomics of office furniture are limited to the prior 3 year average. | 1. This SDP Measure stems from Program Outcome Measure #1. The same comments and findings apply to this measure. Facilities Management does not keep written records for this measure. Reported results were verbally verified with the Risk and Insurance Division of Human Resources who keep these records. | 1. See Program Outcome Measure #1 recommendations. | See Comments on Program measure #1 | Verify that problem is solved in new structure |
| Service Delivery Measure 76903 | 2 - 87% of Facilities Management's quality standards for facility furnishings and equipment safety are achieved. Reported Result: 91% | 1. This measure is a continuation of Program Outcome Measure #2 for safety. The same comments and recommendations apply to this measure | 1. See recommendations for Program Outcome Measure #2. | See comments for Program measure #2. | See dispositions for Program Measure #2 |
| Service Delivery Measure 76903 | 3 - 80% of Facilities Management's quality standards for facility furnishings and equipment functionality are achieved. Reported Result: 83% | 1. This measure is a continuation of Program Outcome Measure #2 for safety. The same comments and recommendations apply to this measure | 1. See recommendations for Program Outcome Measure #2. | See comments for Program measure #2 and #3. | See dispositions for Program Measures #2 and #3 |
| Service Delivery Measure 76903 | 4 - 80% of Facilities Management's quality standards for facility furnishings and equipment timeliness are achieved. Reported Result: 90% | 1. This SDP Measure stems from Program Outcome Measure #6. The same comments and findings for SDP Measure 79602-4 apply to this measure. | 1. See recommendations for SDP Measure 79602-4. | See comments for program measure #6. | See dispositions for Program Measures #6 |
| Service Delivery Measure 76903 | 5 - 65% of Facilities Management's quality standards for facility furnishings and equipment attractiveness are achieved. Reported Result: 66.5% | 1. This measure is a continuation of Program Outcome Measures #2 and #5 for attractiveness. The same comments and recommendations apply for this measure | 1. See recommendations for Program Outcome Measures #2 and #5. | See comments for Program measure #2 and #5. | Verify that problem is solved in new structure |
| Service Delivery Measure 76903 | 6 - Customer surveys indicate 68% are satisfied with facilities management's timeliness of response, the safety, functionality, and attractiveness of furnishings. Reported Result: 84.2% | 1. This SDP measure stems from Program Measure #7. Auditors were able to confirm reported results were accurate with source documentation. The same comments and findings for Program Measure #7 apply to this measure. | 1. See recommendations for Program Measure #7. | See comments for Program measure #7. | See disposition for Program Measure #7 |
| Service Delivery Measure 76903 | 7 - The Budget/Cost ratio (planned cost divided by actual cost) is at 1.0. Reported Result: 3.3 | No finding to note. | N/A | None | N/A |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Service Delivery Measure 76904 | 1 - The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0  Reported Result .96 | No findings to note | N/A | None | N/A |
| Service Delivery Measure 76905 | 1 - The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.  Reported Result: 0.80 | No findings to note | N/A | None | N/A |
| Service Delivery Measure 76906 | 1 - The Budget/Cost Ratio (planned cost Divided by actual cost) is at 1.0. Reported Result: 1.19 | 1. The result was overstated. Audit staff calculated the result of this measure using the Management by Objectives report for the last accounting period (14) of FY 2003/2004. The budgeted amount for the program was $280,012.93. The program spent $264,469.32. The auditor calculates the reported result was over by 0.13. The budget/cost ratio was reported as 1.19 and should have been 1.06. | 1. Double check math calculations. | Agree | Implement |
| Activity 769000 | Provide janitorial services to facilities. Product: A square foot cleaned.  Reported Result: 219,999 | 1. The reported square footage was incorrectly reported in FY 2003/2004 but was updated in FY 2004/2005. | 1. Square footage should be verified periodically and MBO updated to reflect new number. | None | Implement |
| | | 2. The auditor's calculation from the calculation sheets provided by the Program resulted in a figure of 227,320 square feet cleaned which is 7,321 square feet more than what was reported. | 2. Ensure adjustments are indicated on calculation sheets and source documentation is kept. | Agree | Implement |
| | | 3. If the products for this Activity were actually a "square foot cleaned" then the reported products would be far above the square feet of the facilities because each square foot needs to be cleaned multiple times during the year. | 3. Change the working of the product definition to read "a building square foot." | Agree with exception - Facilities staff has changed the products in the new program budget to "a service rendered". Exception - staff feels either a square foot maintained vs. square foot cleaned would have still been a static entry. | Verify that problem is solved in new structure |
| Activity 769001 | Provide janitorial services to Columbia Sports Center. Product: A square foot cleaned. Reported Result: 21,447.2 | 1. This Activity is the same as Activity 769000 except that it is specific to the Columbia Sports Center. The same comments apply to this activity. | 1. See Activity 769000 recommendations. | See comments for activity 769000. | See dispositions for Activity 769000 |
| Activity 769002 | Provide Structural Repairs and Maintenance to City Facilities. Product: A Repair or Service Rendered. Reported Result: 947.50 | 1. The SOP documentation is incomplete. The documentation does not fully define the products tracked in the program, the data sources for the products or how the products are reported by program staff. The auditor noted line staff reporting work hours as products instead of a service or repair rendered. | 1. Rewrite the SOP to accurately reflect products, data sources and reporting methodology. | Agree | Implement |

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| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Activity 769002 | Continued | 2. Data quality is an issue for this Activity. | 2. Review product reporting processes periodically in weekly staff meetings. | Agree with exception - staff will continue to review process with field staff as has been the prior practice.<br>Exception - It is always difficult to have field staff record proper numbers for accounting purposes. It may be helpful to establish an acceptable margin of error. | Implement and establish an acceptable margin of error |
| | | 3. Facilities Management was reluctant to write directly on an official Finance document (the Receiving Reports) so products form vendor services were sometimes noted on Post-it Notes and attached to the Receiving Report forms to be counted for that period. Auditors could not substantiate the number of vendor products when the Post-its were missing. Facilities Management is now writing vendor products directly on the Receiving Reports. | 3. Record products directly on verndor receiving reports | Facilities has already implemented. | Verify that new process has been implemented |
| | | 4. Product results for each period are not always reported in that period. | 4. A log reflecting both staff and vendor products organized by period needs to be kept to reconcile product reporting to source documentation. Institute use of a weekly tally sheet that summarizes each reporting period for both staff and vendor products (Example of how this can be done in Microsoft Excel is shown report text). | Staff has already implemented changes to this process. | Verify that new process has been implemented |
| | | | 5. Assign a staff member to review log product totals with the accounting period reports to reconcile the data and make corrections if required and establish a back-up system for reporting products every period. | Staff has implemented a new work order system to assist in tracking products and locations. | Verify that new process has been implemented |
| | | | 6. Redesign the weekly sheet used by field staff to record products. Record only products on this sheet (the time card provides a record of the hours recorded in activities by staff). Create a section for staff to describe the recorded products and the location of the work (for example, if Field staff Member X records 20 products on a Monday, he or she would also indicate that 12 products were for lubricating door hinges at the Public Safety Building and 8 products were for replacing ceiling tiles at the Senior Center). Recording products in this manner would provide weekly information for supervisors to assess if products have been recorded correctly. These sheets would also be a toll for analysis providing a clear record in one place of tasks accomplished in activities over a period of several years. | Facilities has developed a new work order system that will track products for employees. | Verify that new process has been implemented |

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|---|---|---|---|---|---|
| Activity 769002 | Continued | | 7. Ensure that field supervisors review both timecards and staff product sheets during the week to verify reported work, resolve data entry issues and then initial both the timecards and the product sheets at the end of the week. This verification and review for accuracy of data should be completed before timecards are signed by the Operations Manager and the product data reported into the City financial system. | Disagree with exception - Facilities doesn't have the staffing hours to perform this type of check. Exception - the new work order system will track products. Spot checks will be completed. | Verify new work order system addresses this issue |
| Activity 769003 | Provide Maintenance and Repair on HVAC / Mechanical Systems. Product: A Repair or Service Rendered. Reported Result: 2,858.50 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769004 | Provide Maintenance and Repair to Facility Security Systems. Product: A Repair or Service Rendered. Reported Result: 2,163.80 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769005 | Provide Maintenance and Repair to Facility Fire Control Systems. Product: A Repair or Service Rendered. Reported Result: 142.50 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769006 | Service City Facility Electrical Systems. Product: A Repair or Service Rendered. Reported Result: 2,948.50 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769007 | Service City Facility Plumbing Systems. Product: A Repair or Service Rendered. Reported Result: 615 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769008 | Provide Maintenance and Repair to Columbia Sports Center. Product: A Square Foot Maintained. Reported Result: 282.50 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| | | 2. The product for this Activity was defined in the FY 2003/2004 budget as a "square foot maintained." The SOP product definition and the number of reported products for this fiscal year were actually "a repair or service rendered." The product for this activity was officially changed in the FY 2004/2005 budget to this definition. | 2. Activity definition was changed in the FY 2004/2005 budget so there is no recommendation. | Already addressed | Verify that problem is solved in new structure |

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| Activity 769009 | Abate Hazards. Product: A Hazard Abated. Reported Result: 216.50 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| | | 2. Auditors noted during the course of the audit that there were 441 service calls coded as emergencies and 216 calls coded as hazard abatement. Emergency calls for this fiscal year far exceeded hazard abatement because staff coded all calls "needing immediate attention of facilities staff" as emergencies. With this definition, hazard abatement calls were included in the emergency call numbers | 2. Facilities Management has already addressed this issue with the new budget structure by differentiating only urgent and non-urgent calls. | Already addressed | Verify that problem is solved in new structure |
| Activity 769010 | Provide Pro-Active Facility Services. Product: A Work Hour. Reported products: 2343.2 work hours. | The product for this measure is a work hour. There is no practical method by which audit staff could verify hours charged to timecards in FY 2003-2004. | N/A | None | N/A |
| Activity 769011 | Provide Painting Services. Product: A Square Foot Painted or Stained. Reported Result: 22,016.50 | 1. Audit staff was able to verify products for all reported periods except for 150 products in periods 3 and 895 products in period 13 using invoices and product count sheets. | 1. This Activity is similar to Activity 769002. All comments and recommendations for 769002 also apply to this measure. | See comments for activity 769002. | See dispositions for Activity 769002 |
| | | 2a and b. The SOP indicates that the data source is work orders and time cards. The actual data source is staff weekly product count sheets and vendor receiving reports. There was no record of the locations of square feet painted by staff during FY 2003/2004 | 2. Update SOP to define the data source used to track data and ensure data source defines the number of products and the location of the services rendered. The auditor recommends using the product sheet discussed in 769002 as the source document for this Activity as well. | Agree with Exception - SOP requires updating. Exception - See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769012 | Provide Modular Furniture Services. Product: A Service Provided. Reported Results: 33 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769013 | Provide Free Standing Furniture Services. Product: A Service Provided. Reported Result: 41. | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769014 | Provide Facility Equipment Services. Product: A Service Provided. Reported Products: 48.5. | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See Activity 769002 recommendations. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769015 | Provide Administration and Operational Support. Product: A Work Hour. Reported products: 6289.5 work hours. | The product for this measure is a work hour. There is no practical method by which audit staff could verify hours charged to timecards in FY 2003/2004. | N/A | None | N/A |

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|---|---|---|---|---|---|
| Activity 769016 | Participate in Training. Product: A Work Hour. Reported Products: 960.4. | The product for this measure is a work hour. There is no practical method by which audit staff could verify hours charged to timecards in FY 2003/2004. | N/A | None | N/A |
| Activity 769017 | Provide Capital and Infrastructure Project Services. Product: A Work Hour. Reported Products: 6.5. | The product for this measure is a work hour. There is no practical method by which audit staff could verify hours charged to timecards in FY 2003/2004. | N/A | None | N/A |
| Activity 769018 | Plan, Coordinate and Inspect Facility Maintenance Operations. Product: A Work Hour. Reported result: 2,290.8. | The product for this measure is a work hour. There is no practical method by which audit staff could verify hours charged to timecards in FY 2003/2004. | N/A | None | N/A |
| Activity 769019 | Provide Electricity. Product: A Kilowatt Hour Consumed. Reported Result: 6,413,287 | 1. The auditor found a slight discrepancy between the total kilowatt hours consumed on the Facilities Management tracking sheet of 6,375,007 and the amount in the MBO report of 6,413,287 (a difference of 0.5%). | 1. Staff should reconcile their data tracking sheets to the source documents at the time data is entered and should reconcile the tracking sheets with the accounting period reports at the end of each accounting period. | Disagree - The period 13 electric and gas products for the SOC building were received the following fiscal year. That is why the Facilities spreadsheet and reports were slightly different. It was noted on Facilities back up product documentation. | Do not implement - Discrepancy slight |
| Activity 769020 | Provide Gas. Product: A Therm Consumed. Reported Result: 164,502 | 1. The auditor found a slight discrepancy between the total therms consumed on the Facilities Management tracking sheet of 163,104 and the amount in the MBO report of 164,502 (a difference of 0.8%). | 1. Staff should reconcile their data tracking sheets to the source documents at the time data is entered and should reconcile the tracking sheets with the accounting period reports at the end of each accounting period. | Disagree - The period 13 electric and gas products for the SOC building were received the following fiscal year. That is why the Facilities spreadsheet and reports were slightly different. It was noted on Facilities back up product documentation. | Do not implement - Discrepancy slight |
| Activity 769021 | Provide Water. Product: 100 Cubic Feet Consumed. Reported Result: 47,493.50 | 1. Facilities Management's monthly tracking sheets did not match the supporting documentation. City Accounts Water Consumption Worksheets report 48,103.33 cubic feet consumed. Facilities management's monthly tracking sheets reported 47, 493.5; a difference of 609.83 (1.27%). The errors on the Program's monthly tracking sheet were in September and December. | 1. Staff should reconcile their data tracking sheets to the source documents at the time data is entered and should reconcile the tracking sheets with the accounting period reports at the end of each accounting period. | Agree with exception - Staff does need to reconcile spreadsheets. Exception - Water reports are not sent to Facilities in a consistent manner making period entry accuracy difficult. | Implement |
| Activity 769022 | Provide Janitorial Services at the City of Sunnyvale Office Center. Product: A Square Foot Cleaned. Reported Result: 65,494 | 1. This Activity is the same as Activity 769000 except that it is specific to the Sunnyvale Office Center. The same comments apply to this Activity. | 1. See the recommendations for Activity 769000 | See comments for activity 769000. | See dispositions for Activity 769000 |
| Activity 769023 | Provide Structural Maintenance at the City of Sunnyvale Office Center. Product: A Repair or Service Rendered. Reported Result: 44. | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See the recommendations for Activity 769002 | See comments for activity 769002. | See dispositions for Activity 769002 |

# Appendix 1

Departmental Response to the Facilities Management Program Results Audit
FY 2003/2004

| Outcome Level | Measure | Summary of Findings | Summary of Recommendations | Department Response | Disposition |
|---|---|---|---|---|---|
| Activity 769024 | Provide Maintenance/Repair on HVAC/Mechanical Systems at the Sunnyvale Office Center. Product: A Repair or Service Rendered. Reported Result: 209 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See the recommendations for Activity 769002. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769025 | Provide Grounds Maintenance. Product: A Repair or Service Rendered. Reported Result: 100 | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See the recommendations for Activity 769002 | See comments for activity 769002. | See dispositions for Activity 769002 |
| | | 2. Auditors could not verify the reported results. 100 products were reported in FY 2003/2004. No support documentation could be provided to verify what products constituted the reported number | 2. See the recommendations for Activity 769002. | Agree with exception - Agree documentation to the backup product sheets was lacking for this activity. Exception - There was no documentation of products for this activity because products were static. | See dispositions for Activity 769002 |
| Activity 769026 | Provide Plumbing/Electrical Services at the City of Sunnyvale Office Center. Product: A Repair or Service Rendered. Reported Products: 130.5. | 1. The comments and recommendations for this Activity are the same as for Activity 769002. | 1. See the recommendations for Activity 769002. | See comments for activity 769002. | See dispositions for Activity 769002 |
| Activity 769027 | Miscellaneous Service. Product: Work Hour. --209.5 | The product for this measure is a work hour. There is no practical method by which audit staff could verify hours charged to timecards in FY 2003/2004. | N/A | None | N/A |